

OCA 86-~~3074~~ 310 S

9 September 1986

MEMORANDUM FOR THE RECORD

SUBJECT: SSCI Personnel Review Team Meeting [redacted]
[redacted] Director, Office of Technical Services

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1. [redacted] Director, Office of Technical Services, briefed John Nelson and Larry Kettlewell of the SSCI personnel review team on recruiting and retention in that office.

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2. He said that in the last two years the office has undertaken a major recruiting effort. During that period the staff level has risen [redacted]. He stressed that the results came because he made recruiting the number one priority when he determined that OTS needed more people to carry out its support to the DO. OTS officers went out and did the recruiting independent of the Office of Personnel. OTS also monitored the progress of their applicants throughout their processing and kept the applicants informed every two weeks. [redacted] said that the problems applicants encountered had to do with delays, poor communication between Personnel and the applicants and the polygraph.

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3. [redacted] also explained that the Co-op program has been very successful in OTS. At present there are about 50 co-ops, about half of which are currently on board. In the last three years every co-op who graduated elected to come to work for the Agency full time. He would like to double the number of the co-op students because it is an excellent source of people. He made the point several times that the office does such exciting and challenging things that it is not difficult to recruit people, but some times retaining them is.

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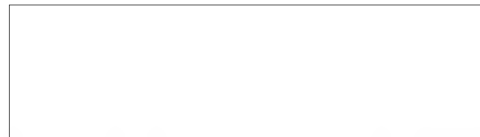
4. On retention, [redacted] said that he had personal views on this since he had just submitted his resignation that morning. He indicated that a corporation had made him an

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offer that, in light of the fact that he has three children to send through college, he simply could not afford to turn down. This underlined an earlier comment by the DDS&T that the Agency loses its outstanding officers to companies who make them employment offers that are too good to refuse.

[redacted] suggested that the Agency should come up with incentives that would help to keep officers, facing college expenses for their children, on board. One way to do this would be to create an escrow account from unused leave from which the person could borrow at no interest or some similar plan. He concluded that the exciting work and the high morale in his office helps to keep the retention rate healthy.

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OCA: [redacted] (15 September 1986)

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